

**POSITION DESCRIPTION**

OSER-DMRS-11 (Rev. 03/06)  
 State of Wisconsin  
 Office of State Employment Relations  
 4. NAME OF EMPLOYEE

1. Position No.

2. Cert/Reclass Request No.

3. Agency No.  
437

5. DEPARTMENT, UNIT, WORK ADDRESS  
 Department of Children and Families  
 Division of Management Services  
 Bureau of Regional Operations

6. CLASSIFICATION TITLE OF POSITION  
 Human Services Supervisor

7. CLASS TITLE OPTION (to be filled out by Personnel Office)

8. NAME AND CLASS OF FORMER INCUMBENT

9. AGENCY WORKING TITLE OF POSITION  
 Area Administrator

10. NAME AND CLASS OF EMPLOYEES PERFORMING SIMILAR DUTIES

11. NAME AND CLASS OF FIRST-LINE SUPERVISOR  
 John Tuohy, Director  
 Bureau of Regional Operations

12. FROM APPROXIMATELY WHAT DATE HAS THE EMPLOYEE  
 PERFORMED THE WORK DESCRIBED BELOW? 2010

13. DOES THE POSITION SUPERVISE SUBORDINATE EMPLOYEES IN PERMANENT POSITIONS?  
 IF YES, COMPLETE AND ATTACH A SUPERVISORY POSITION ANALYSIS FORM (DER-PERS-84).

☒ Yes ☐ No

14. POSITION SUMMARY- PLEASE DESCRIBE BELOW THE MAJOR GOALS OF THIS POSITION:

See Attached

15. DESCRIBE THE GOALS AND WORKER ACTIVITIES OF THIS POSITION (Please see sample format and instructions)

\_\_\_\_ GOALS: Describe the major achievements, outputs, or results. List them in descending order of importance.  
 \_\_\_\_ WORKER ACTIVITIES: Under each goal, list the work activities performed to meet that goal.  
 \_\_\_\_ TIME %: Include for goals and major work activities.

TIME %

GOALS AND WORKER ACTIVITIES

See Attached

16. SUPERVISORY SECTION - TO BE COMPLETED BY THE FIRST LINE SUPERVISOR OF THIS POSITION. (See Instructions)

- a. The supervision, direction and review given to the work of this position is ☐ close ☐ limited ☒ general.  
 b. The statements and time estimates above and on attachments accurately describe the work assigned to the position.  
 (Please initial and date attachments.)

Signature of first-line supervisor

Date

17. EMPLOYEE SECTION - TO BE COMPLETED BY THE INCUMBENT OF THIS POSITION.

I have read and understand that the statements and time estimates above and on attachments are a description of the functions assigned my position. (Please initial and date attachments.)

Signature of employee

Date

18. Signature of Personnel Manager

Date

P-File  
 Copy

Office of State Employment Relations

Employee

Department File

Cert Request

**CLASSIFICATION TITLE– Human Services Supervisor**  
**WORKING TITLE – Area Administrator**

**POSITION SUMMARY**

This supervisor position has responsibility for managing regional office staff that monitor and support local agencies that deliver several types of DCF program services and carry out the DCF mission to serve children and families. The position is responsible for planning, directing and coordinating the monitoring and technical assistance activities of regional office staff within the Bureau of Regional Operations (BRO). The position is also responsible for making recommendations to DCF management on program service delivery by local agencies.

The position supervises a team of professional-level regional program coordinators and an administrative support position. The position directs the team of regional staff working with local agencies, including counties, tribes and private agencies. Each of the regional program coordinators works with a specific DCF program

This position is responsible for overseeing the delivery of specialized DCF program services by local agencies, including child welfare, prevention, juvenile justice, Wisconsin Works (W-2), child care subsidy and child support services. The position also is directly responsible for supporting coordination between agencies and across programs. The position manages DCF contracts with local agencies and works with local agencies to implement DCF programs, policies and procedures. The position coordinates with other state and local agencies to ensure effective delivery of services and cross program collaboration within the region. This position is responsible for assuring that high quality services are accessible and efficiently delivered to children and families. This position provides leadership and administrative consultation in service system development, quality improvement, and compliance with quality outcomes, and implementation of state initiatives and policies.

This position is assigned to the DCF Bureau of Regional Operations and works as a member of the regional office team to promote cross-system collaboration and service integration initiatives across DCF program areas of child welfare, child support, child care subsidy and W-2. Within DCF, the position works closely with the Divisions of Family Economic Security (DFES) for W-2 and child support services; Safety and Permanence (DSP) for child welfare, juvenile justice, and prevention services; Early Care and Education for child care subsidy and certification services, and Management Services (DMS) for contract management and fiscal reporting.

TR1	TR2	Time%	GOALS AND WORKER ACTIVITIES
		20%	<p>A. Provide leadership and assure that agencies delivering DCF program services are in compliance with program requirements and meeting community needs.</p> <p>A1. Support agencies to implement high quality, cost effective programs that meet the needs of the identified target groups.</p> <p>A2. Assure that agencies are in compliance with federal and state requirements for DCF programs. Oversee quality assurance activities to monitor agencies for compliance with requirements, including agency reviews, case reviews and administrative data.</p> <p>A3. Assure that agencies make services available to children and families and deliver services in a manner that is respectful of customers and recognizes the special needs of children and families. Seek customer and constituent feedback regarding the accessibility and quality of services.</p> <p>A4. Assure that agencies achieve federal and state program performance standards for DCF programs. Support use of performance reports with agencies to assure local understanding of program performance trends and identify strategies to improve performance.</p> <p>A5. Develop and maintain a thorough knowledge of children and family service needs, problems and issues within the region.</p> <p>A6. Oversee the development and implementation of program plans by local agencies, including providing plan approvals and requiring plan updates. Participate in the development and review of plan guidelines and plan processes at the request of central office units</p> <p>A7. Develop local corrective action strategies to improve the quality of services and assist local agencies in implementation of corrective action plans.</p> <p>A8. Coordinate with program divisions to develop quality assurance protocols and work plans for conducting agency and case reviews. Coordinate the participation of regional office staff and local agency staff in reviews.</p> <p>A9. Serve as the local administrator for DCF contracts for the delivery of programs services by agencies within the region. Provide technical assistance to agencies to meet their contract responsibilities and effectively use DCF funds. Implement contract provisions as necessary to withhold funds or exercise other remedies to ensure contract compliance by agencies.</p>

- A10. Determine local agency contact persons for electronic distribution of DCF contracts and coordinate the maintenance of the local agency contact person database with the DCF Finance Bureau.
- A11. Participate in the development and review of program RFPs, program grants, and financial processes at the request of DCF central office units.
- 20% B. Provide leadership to local communities in the development and implementation of effective programs and service systems to serve children and families.
  - B1. Develop and maintain close working relationships with public, tribal and private organizations and officials within the region to maintain local commitments to the delivery of high quality, family centered human services.
  - B2. Provide consultation and technical assistance to local governing bodies regarding statutory requirements, program governance requirements, agency structure, and effective service delivery systems.
  - B3. Facilitate orientation, training and staff development for agency managers, board members, and professional staff within the region.
  - B4. Assist local agencies in developing strategies and/or secure needed resources in order to achieve expected contracted performance and outcome standards.
  - B5. Assure effective utilization of statewide information systems and fiscal reporting processes by local agencies and coordination with local information systems.
  - B6. Assure local agencies submit accurate and consistent data regarding service delivery and program expenditures to measure caseload activities, achievement of performance standards and cost effectiveness of services.
  - B7. Assure the existence and utilization of acceptable grievance procedures to resolve customer and other constituent concerns with services.
  - B8. Facilitate coordination and cooperation between local agencies/consortia operating DCF programs and other local or state agencies to identify service issues and effective solutions.
  - B9. Facilitate the development of regional service strategies, including shared services and consortiums of agencies. Work with local agencies and service providers to identify opportunities for regional service delivery.
  - B10. Facilitate regional meetings of local agency directors, program managers, supervisors, financial managers and other staff to share information and discuss regional issues.
  - B11. Develop and maintain close working relationships with Native American Indian tribes regarding the delivery of DCF program services to Indian communities. Manage DCF program contracts with tribes, including plan approvals and submission of program reports.
  - B12. Serve as a facilitator for projects with local agencies to improve program performance and local agency organizational effectiveness.
- 20% C. Monitor program performance and assess the impact of DCF programs on children and families.
  - C1. Identify service issues faced by local agencies in the region. Assess DCF how program policies and procedures support effective local delivery of services. Make recommendations to program divisions for changes to program design, policies and procedures to support improved service delivery by local agencies.
  - C2. Meet regularly with the BRO Director and program divisions regarding planning and implementation of DCF programs and policy initiatives. Make recommendations to improve coordination and uniformity of program implementation statewide.
  - C3. Meet regularly with Division Administrators, bureau and office directors and other key staff to review local agency performance and statewide performance trends. Make recommendations on how to improve local and statewide performance.
  - C4. Make recommendations to the BRO Director and other DCF management staff regarding issues affecting children and family service programs.
  - C5. Communicate and actively pursue concerns and interests of local human services officials and others regarding DCF programs.
  - C6. Share information about DCF program performance with local agencies and program stakeholders to raise awareness of DCF program issues and identify specific agencies that need assistance to improve performance.
  - C7. Participate in DCF administrative meetings and serve on state and local work groups to develop recommendations for children and families programs, policies and procedures.
  - C8. At the request of DCF management, undertake special assignments, investigations and studies.

- 20% D. Represent DCF in the region regarding children and family program services.
- D1. Present DCF programs, policies and procedures to county, tribal and private agencies involved with DCF programs. Make presentations to agencies, public officials and other interested groups as the official representative of DCF in the region.
  - D2. Attend county board and other governing board meetings as necessary to obtain information; explain program services and policy requirements, and explain program compliance issues as the official DCF representative in the region.
  - D3. Participate as the DCF representative on local or regional steering committees and advisory committees pertaining to DCF programs, such as child welfare training.
  - D4. At the discretion of DCF management, serve as principal representative for the DCF to meet with local communities on children and families issues
  - D5. Serve as the DCF regional contact in situations involving Emergency Government.
  - D6. Oversee the process for DCF program customers and other interested persons to raise concerns about children and family services, including both client specific concerns and general concerns about services. Coordinate with local agencies to ensure customer complaints are reviewed by local agencies. Direct DCF regional office review of complaints about local agencies and ensure effective and timely responses to complaints.
  - D7. Oversee the process for responding to controlled correspondence and inquiries to DCF by legislators, advocates and other persons regarding client specific and general concerns about services provided by local agencies. Submit regional office responses for DCF central office review and approval.
  - D8. Represent DCF in working with staff of the Departments of Health Services (DHS), Corrections (DOC) and Workforce Development (DWD) to address children and family issues that involve programs of those departments.
- 20% E. Management and supervision of regional operations personnel and office operations.
- E1. Recruit, hire, orient, train and evaluate the performance of staff in accordance with established DCF personnel rules and organizational requirements.
  - E2. Allocate and direct staff activities to assure conformity and consistency in Department mission, goals and statewide work plan.
  - E3. Establish, approve, and monitor work plans and related activities of regional operations staff. Make work assignments to team members.
  - E4. Collaborate with other DCF regional office staff regarding operation of the DCF regional office. Work with other units on regional office administrative procedures and joint activities among the other units in the regional offices.
  - E5. Conduct regular team meetings to develop and maintain a team approach to carrying out BRO activities and working with local agencies.
  - E6. Evaluate staff performance, at least annually, in relation to expected outcomes to determine if objectives are being met using the DCF PPD process. Take follow-up action to improve staff performance as necessary.
  - E7. Manage regional office expenses for staff travel, supplies and services to stay within established fiscal year budget limits.
  - E8. Recommend and take disciplinary action when required and respond to grievances as appropriate.
  - E9. Approve vacations, flextime, deviated work schedules and other leave requests.
  - E10. Approve staff requests to attend meetings, training, and conferences. Approve registrations and other fees to attend events.

KR1 KR2 KNOWLEDGE AND SKILLS

1. Ability to effectively interact with complex government administration, individuals or groups in a systematic manner in order to accomplish a particular task or assignment.
2. Ability to write and speak clearly and effectively.
3. Ability to form and maintain a positive working relationship with other agencies in the best interest of quality human service delivery.
4. Ability to analyze administrative data and fiscal reports.
5. Ability to lead a team utilizing resources as appropriate.
6. Ability to facilitate problem resolution with agencies, including identifying solutions and negotiating consensus among parties.
7. Considerable knowledge and experience working with human service programs that serve children and families.
8. Considerable knowledge of children and family services, including child welfare, juvenile justice, prevention, W-2, child support, and child care.
9. Considerable knowledge of contract development, negotiation and monitoring.
10. Considerable knowledge of county, tribal and private agency administrative structures and operations.
11. Principles and practice of public administration and management including supervision of personnel.
12. Knowledge of other programs impacting children and families, such as mental health, substance abuse, economic support, workforce development, health care, developmental disabilities, and the legal system.
13. Knowledge of allowable cost policies and state contract procedures.
14. Knowledge of budget development and implementation, including budget approval process and managing operating budgets.
15. Knowledge of fiscal monitoring procedures, including fiscal monitoring techniques and fiscal reporting systems.
16. Knowledge of civil rights and client confidentiality requirements.
17. Knowledge of service delivery systems development.
18. Understanding of responsibilities and rights of public and private sector providers and related organizations in program development and implementation.
19. Understanding of techniques to appraise and enhance cost effectiveness of human service programs.
20. Understanding of and sensitivity to individual differences in delivering human services.

Statewide travel to BRO meetings, the DCF central office, and other meetings is required on regular basis.



## Supervisor Exclusion Analysis

This information is to be provided by the position's supervisor and reviewed by the agency central office human resources representative for both filled and vacant positions and must be submitted as part of any position description (PD) for a position performing supervisory responsibilities (i.e., if # 13 of the PD is checked YES). This information will be used to determine (1) if the position is performing supervisory functions and thus should be allocated to a supervisory classification and (2) what supervisory classification is appropriate based on the total duties of the position.

According to s. 111.81(19), Wis. Stats., a supervisor is any individual "who has authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline employees, or to adjust their grievances, or to authoritatively recommend such actions" and "whose principal work is different from that of the subordinates." The criteria used by the Wisconsin Employment Relations Commission (WERC) to apply this definition include: the authority to effectively recommend the hiring, promotion, transfer, discipline or discharge of employees; the authority to direct and assign the workforce; the number of employees supervised (typically a minimum of 3 FTE permanent employees); the amount of time spent supervising; the number of other persons exercising greater, similar or lesser degrees of authority over the same employees; the level of pay, including an evaluation of whether the supervisor is paid for skill or supervision of employees; whether the supervisor is primarily supervising an activity or is primarily supervising employees performing the activity; whether the supervisor is a working supervisor or whether he/she spends a substantial majority of his/her time supervising employees; and the amount of independent judgment and discretion exercised in the supervision of employees. The WERC ultimately determines the appropriateness of supervisory exclusions.

### Position Identification Data

1. Name of Employee (if filled): \_\_\_\_\_
2. Civil Service Classification: Human Services Supervisor \_\_\_\_\_
3. Department and Division: DCF/DMS \_\_\_\_\_
4. Bureau, Section and Unit (or comparable): BRO \_\_\_\_\_
5. Name and Classification of Supervisor: John Tuohy, DCF Manager \_\_\_\_\_
6. Name and Complete Civil Service Title of Former Incumbent (if any): Audrey Roecker, DCF Program Supervisor

### 7. Supervisory Responsibilities

- a. In view of the definition statement and criteria listed in the second paragraph of this form, does the incumbent of this position:

(1) have the responsibility for directly supervising the activities of other classified employees?

YES ☒ NO ☐

(2) have the responsibility for supervising the activities of lower level supervisors?

YES ☐ NO ☒

(3) meet the definition statement and criteria?

YES ☒ NO ☐

- b. List the official classification titles and number of permanent classified employees (full or part-time) directly supervised by the incumbent. If this position supervises lower level supervisors, indicate the number of employees supervised by the lower level position(s) in parentheses after the classification title of the position. (NOTE: LTE, student, patient/inmate, volunteer, and unclassified employees should be specifically identified since the direction of these individuals is not considered to warrant supervisory status.)

4 Human Services Area Coordinators  
1 Operations Program Associate

(OVER)

## Supervisor Exclusion Analysis

c. What percentage of this position's total time is allocated to each of the following?

- 1) Supervisory functions (i.e. hiring, dismissing, disciplining employees, evaluating performance, settling grievances)? \_\_\_\_\_ 15%
- 2) Activities relating to supervisory responsibilities (i.e., establishing operating procedures, reviewing work of subordinates, counseling subordinates on performance, training and orienting new employees, performing related administrative functions, etc.)? \_\_\_\_\_ 20%
- 3) Performance of other work activities similar to those of the employees supervised? \_\_\_\_\_
- 4) Performance of other non-supervisory work activities different from those of the employees supervised (including program administration)? \_\_\_\_\_ 30%

\*NOTE: The totals of c.1), 2), 3), and 4) must equal 100%. \_\_\_\_\_ 35%  
\*100%

### 8. Organizational Relationships

List (in order of descending authority) the names and classification titles of all other positions in the employing unit in the chain of command over the employees listed in 7.b.

Eloise Anderson, DCF Secretary  
Ron Hunt, Deputy Secretary  
Bob Nikolay, Administrator Division of Management Services  
John Tuohy, Bureau Director

**A copy of the organizational chart must be attached** for the immediate work unit (i.e., the organizational unit which includes the employees supervised), including the names and classifications of all employees.

### 9. Supervisory Activities

Is this position identified as a formal step in the employee grievance procedure? YES   X   NO \_\_\_\_\_

(If no, list below the name and classification of the first formal step in the grievance procedures for the employees listed in 7.b.)

A signature below means the position has been reviewed and you have concluded it meets the definition of supervisor found in s. 111.81 (19), Wis. Stats.

Supervisor \_\_\_\_\_ Date \_\_\_\_\_

Human Resources Representative \_\_\_\_\_ Date \_\_\_\_\_

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To be completed by Incumbent (for filled positions):

- I agree with the preceding statements.
- I do not feel that the preceding statements are accurate for the reasons indicated below.
- No Comment \_\_\_\_\_

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_